

Government Efficiency and Accountability Review (GEAR)

GEAR22 Board Meeting
March 16th 2021



<https://gear.Delaware.gov/>

Agenda

30 min

1. Introductions / Roll call
2. Old Business
 - Review/approve minutes
 - 2021 Schedule
3. New Business

90 min

4. Deep Dives
 1. GEAR 2.0
 2. DTI COVID Remote Workforce
5. Open Topics discussion – Board
6. Public Comment
7. Adjourn

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **March 9th, 2021***



New Business

2021 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	Weds, 1/13 at 10 am	Haslet
March	Tues, 3/16 at 10am	Carvel
May	Weds, 5/19 at 10am	Haslet
July	Tues, 7/13 at 10am	Carvel
September	Weds, 9/15 at 10am	Haslet
November	Tues, 11/16 at 10am	Carvel



New Business

- Welcome new Board members and Designees
- GEAR Team Update
 - 2020 GTEA/GEAR P3 Process Innovation and Efficiency Award and GEAR Trailblazers award event with Governor, Awardees and Business Community
 - 2021 GTEA/GEAR P3, Commitment, Champions, and GEAR Trailblazers nominees judged
 - Special thanks to our private sector judges:
 - Natalie Keefer, Bank of America
 - Nancy Shen, Excelon
- DHR Centralization Update
- DTI Centralization Update



Deep Dive

GEAR 2.0

Evolve GEAR

- GEAR program is in steady-state
- Addressing challenges drive culture -- not stasis
- Build on our foundation
- **For discussion today:**
 - **Expand Board**
 - **Consolidate Focus Area Teams**
 - **Grow GEAR P3 Award**
 - **Formalize GEAR Field Team**
 - **Ready in 6**



Current State

- GEAR program entering 5th year
- Moving parts:
 - **Board** ... same members as designated in EO4
 - **Focus Area Teams** ... 7 teams aligned around Board
 - **GEAR Field team** ... new in 2020
 - **GEAR P3 Award** ... funded by State and DE BRT
 - **GEAR Training** ... new in 2021 and funded by restored FSQIF
 - **Staffing** ... Two full-time employees, one part-time
- 4 Annual reports documented successes, projects in flight, and recommendations

Accountabilities

GEAR Board

- Defines strategic direction
- Accountable for progress by agency
- Connection to business community
- Public face of GEAR

Focus Area Teams

Accountable for programs by, or spanning agencies

GEAR Field Team

Practitioners who execute projects

Sample of Wins

- Lease restructurings yielding \$28M hard dollar rent and \$6M soft dollar rent savings for renegotiated and extended leases
- Providing \$50K in employee bonuses through GEAR P3 Innovation and Efficiency Award program
- GEAR Continuous Improvement (CI) training funded \$150K/yr. 20 candidates start training in Feb'21.
- DHSS engaged – e.g. outsourcing long-term care laundry services saving \$200K annually, and energy efficiency projects yielding \$310K in 1st-year savings
- Renegotiating IT contracts yielding \$315K savings per year

Board Change

Current Members

OMB (Cade)

Judicial (Seitz)

DOF (Geisenberger)

DHR (Bonner)

DHSS (Magarik)

DTI (Clarke)

DOE (Bunting)

OCG (Jones)

OST (Davis)

DE Business (Dianastasis)

Labor (Begatto)

Add

DNREC

DELDOT

Focus Area Teams

Current

Education



Proposed for Discussion

EdGEAR

Health & Social Services



No change

IT Efficiency

Human Resources Delivery

Financial Services Delivery



Enterprise Services Delivery

Criminal Justice



Discuss

Public-Private Partnerships



Ready in 6 (DPP, DELDOT,
DNREC, GEAR P3)

GEAR Public-Private Partnership (P3)

GEAR P3 Task Force Members

Ernie Dianastasis	The Precisionists Inc
Gary Stockbridge	Delmarva
Chip Rossi	Bank of America
Scott Malfitano	CSC
Rod Ward	CSC
Bruce Webber	Univ of Delaware
Rob McMurry	Christiana Care
Rick Geisenberger	DOF
Colleen Davis	OST
Jason Clarke	DTI
Jim Myran	GEAR

GEAR P3 Award Contributors

Ernie Dianastasis	The Precisionists Inc
Gary Stockbridge	Delmarva
Chip Rossi	Bank of America
Scott Malfitano	CSC
Joe Westcott	Capital One
Nick Moriello	Nick Moriello
Don Mell	JPMorgan Chase
Nick Lambrow	M&T Bank Delaware
Rodger Levenson	WSFS

Ready in 6 Progress

- DBRT conducted Permit Competitiveness Analysis
- KPMG report recommendations:
 1. Streamline communication between state and local agencies
 2. Greater transparency and cost predictability
 3. Implement fast-track approval programs for high priority projects
- Transportation Infrastructure Investment Fund created to support fast-tracking key projects
- DeIDOT, DNREC, OSPC have redesigned some business approval processes -- before COVID
- GEAR P3 task force interested in how GEAR can accelerate the Ready in 6 program by:
 - Identifying which permit-to-groundbreaking processes are slow
 - Identifying and prioritizing permitting processes needed to more efficiently meet the needs of the business community
 - Promoting any legislative changes needed to ensure the success of the program

Ready in 6 Key Questions

- ~250 State permits/licenses listed on FirstSteps.Delaware.gov -- and many more at the local level
- Imperatives include:
 - Continuous improvement and streamlining of permitting / licensing processes (GEAR?)
 - Site availability and readiness (DPP?)

Key questions:

- Is Ready in 6 run as a formal program?
- Who are the stakeholders?
- How to leverage technology, e.g. Business OneStop?
- Which permits have been transitioned already?
- Which permits are next and why:
 - Priority
 - Transaction volume
 - Highest current failure rate
 - Importance to public or business community etc.
- How is progress measured and communicated

Proposal

GEAR can add value, the question is how

- **Advocate/Promote** – Each agency owns its portion of Ri6. GEAR Board helps raise awareness and works to pull in contributors to the program.
- **Liaison** – Act as the State's intermediary on Ri6 to the business community. Leverage GEAR P3 task force to help organize external stakeholders and prioritize State Ri6 initiatives.
- **Consult** – GEAR consults with State agency Ri6 owners on how to conduct disciplined program management and CI efforts.
- **Steer** – Organize and lead an Ri6 program Steering Team.
- **Owner/Co-Owner** – GEAR owns a share (0 – 99%) of the program leadership and therefore must do all the above.

All the above require strong support from Governor



Decisions Impacting Future of GEAR

- Expand Board
- Consolidate Focus Area Teams
- Grow GEAR P3 award
- GEAR Field Team 2.0
- Ready in 6

Deep Dive

DTI Remote Workforce



Delaware Department of Technology and Information
PRESENTATION TO GEAR — REMOTE WORKFORCE

CIO Jason Clarke
March 16, 2021






Delaware *Runs* on Technology...



The Age of Remote Working



With so many State employees working from home, DTI's Service Desk volumes grew by 90% in March of 2020 (compared to March of last year) and we continue to run 30% higher than any other previous year month to month.

VPN Connection Testimonial



"I just wanted to let you know what a great employee you have... I had trouble getting set up with VPN to work from home and called the service desk... pleasant from the start and walked me through everything I needed to do... even gave me several tips along the way!

I am the Payroll Manager for DNREC and was... thinking I wouldn't have a way to ensure our employees are paid during this state of emergency... thanks to all of DTI for your hard work and efforts to keep us in business."

**Dawn Pritchett
Sr. Fiscal Administrative Officer
DNREC**



Quickly Expanding State Services/Support Remote Work

2,100+ Laptops Deployed

14,000 VPN Accounts

400+ Soft Phone Solutions

Security – ID.Delaware.gov

Audio/Video Conferencing

Electronic Document Processing

Contact Tracing Infrastructure

Vaccine Request System

Dashboards & Visualizations

Labor – PUA claims

Elections – Online Process & Support



Bridging the Digital Divide & CARES Act



Our goal is to create **digital equity for all students** in all schools; ensure reliable and sufficient network capacity and maintain appropriate security and content filtering



\$450,000
Statewide
**strategic
broadband plan**
and speed survey



\$9.4M
Support
**broadband
services and
devices for
25,700+ low-
income students**
as well as some
additional
infrastructure

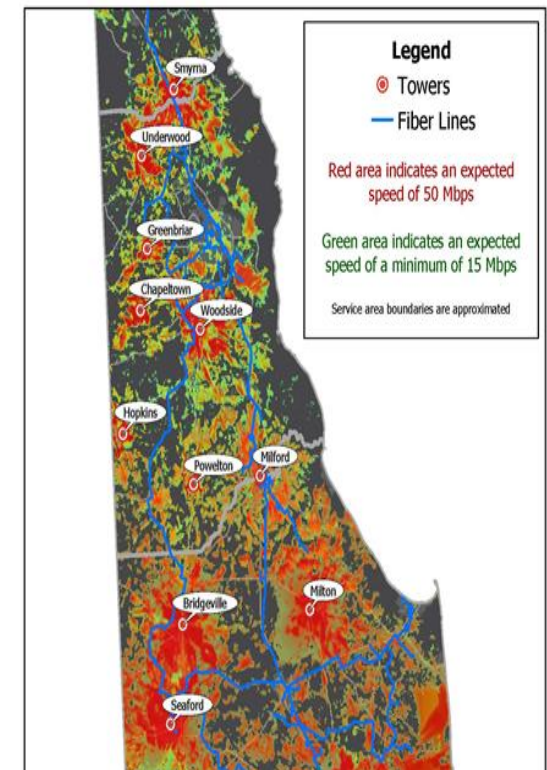
Rural Wireless Broadband Expansion

500+ customers and growing!

“Being able to get wireless broadband service was heaven sent,” said **Amie Errickson, a Clayton resident and Bloosurf customer.** “We did not have access to any broadband service before. In fact, we used to have to put all the kids in the car and drive to the school parking lot just to use the WIFI to get their homework done. Now they will be able to access the virtual learning they need.”



Estimated Wireless Broadband Coverage and Speed in Kent and Sussex Counties, Delaware



The Future of Remote Working...





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www.DTI.delaware.gov

www.Digiknow.delaware.gov

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



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